



DEPARTMENT OF THE ARMY
U.S. ARMY CORPS OF ENGINEERS
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CECG

SUBJECT: USACE 2012 – Draft Objective Organization

1. I am enclosing the latest version of the draft USACE 2012: The Objective Organization. As you know, we have gone through an extensive process to get to this point, and we are very close to finalizing a plan.

2. After the release of the draft in late July, I asked my senior leaders to provide comments on the plan. I heard those comments at the Senior Leader's Conference in Portland in early August. Quite frankly, the previous draft did not go far enough to implement the concepts that we must adopt if we are to be successful in the future. After hearing the comments, I gave the Process Committee some additional guidance and have been personally involved in the development of the plan that is contained in this report. This plan is based on a number of key concepts.

a. I believe we must strengthen the **Regional Business Centers** if we are to provide effective and efficient service to our customers, partners and the American people. I directed that the Regional Business Center be made the focus of our operational model.

b. If we are to maintain our technical excellence, we must embrace the concept of **Communities of Practice** and begin living the **learning organization**.

c. If we are to become one Corps we must focus on providing the **strategic** vision and planning at the Washington level, focus **regional** operations and management in the division and **regionalize support** so that the districts can focus on successfully **executing** their work.

d. We must learn to rely on each other to accomplish our missions. We must become a **team of teams**.

3. This version of USACE 2012: The Objective Organization is much more in alignment with my ideas of where the Corps must go in the future, but the plan is not finished yet. I am sending you this draft so that you can provide any comments you would like to make thru my USACE 2012 team before we finalize the plan and begin implementing in October.

4. As you look at this draft plan, I would like you to think about how we build the optimum organization, not how we make any one function better.

a. USACE 2012 is not about the Corps, it is about serving our stakeholders, customers, partners and ultimately the American people better.

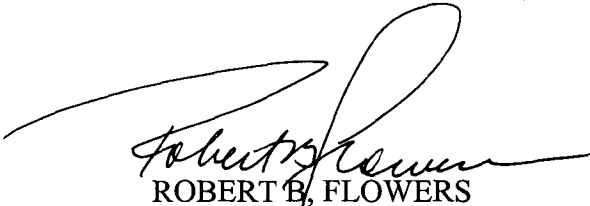
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b. USACE 2012 is not about a structure, it is about the style in which we will serve the American people.

c. USACE 2012 is not about the leadership today, it is about the legacy of success we are going to leave in this organization for the future.

5. I appreciate all of the support and trust you have given me in my tenure as the Chief of Engineers. I have tremendous confidence in you and the work you do every day for the nation. Every one of you can make a profound impact on the future of this organization by your continued dedication.



ROBERT B. FLOWERS
Lieutenant General, USA
Commanding